

# The University of New England:

*An Entrepreneurial Success Story*

*SANDRA FEATHERMAN, PH.D.*



*A Newcomen Address*



THE NEWCOMEN SOCIETY OF THE UNITED STATES is a tax-exempt, educational foundation founded in 1923 for the study and recognition of achievement in American business and the society it serves. The Society's headquarters are located in Exton, Pennsylvania, 30 miles west of Center City, Philadelphia. National membership is comprised of many of the nation's top leaders in business, industry, education, the professions, government and the military.

The purposes of The Newcomen Society are to:

- Preserve, protect and promote the American free enterprise system.
- Honor corporate entities and other organizations which contribute to or are examples of success attained under free enterprise, and to recognize contributions to that system.
- Publish and record the histories and achievements of such enterprises and organizations.
- Encourage and stimulate original research and writing in the field of business history through a program of academic awards, grants and fellowships.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer whose invention of the atmospheric steam engine in 1712 led to the first practical use of such a device to lift water out of mines. The resulting tremendous increase in mine productivity (the engine replaced the work of 50 mules and 20 men working around the clock) facilitated the birth of the industrial revolution. Indeed, Newcomen is frequently referred to as the "father of the industrial revolution"—its first entrepreneur. The Newcomen engines remained in use from 1712 to 1775, and helped pave the way for advancements 50 years later by the world-famous James Watt of Scotland, whose innovations led to widespread use of steam power in factories and in transportation.

Since its founding, The Newcomen Society has honored more than 2,500 organizations and institutions. The Society publishes the histories of the organizations it recognizes, usually following luncheons or dinners hosted by one of many volunteer committees organized throughout the U.S. These histories are distributed to Society members, as well as 3,300 public and private libraries for permanent archival storage in the support of the study of business history.

Newcomen Society Honorees are selected by the Board of Trustees from nominations received from the volunteer committees. Meetings are held each year in all parts of the country. Members and their guests, as well as guests of the Honorees, are invited to attend these historic events.

The Society maintains several awards in the field of business history: the Newcomen-Harvard Postdoctoral Fellowship, the Newcomen-Harvard Book Award and Article Awards in Business History, the Dissertation Fellowship in Business and American Culture, and the Newcomen Prize awarded by the Business History Conference.



“I believe the University of New England is being recognized here today because throughout our history and that of our founding institutions, Westbrook College and St. Francis College, we have operated in many ways like an entrepreneurial business.”

— SANDRA FEATHERMAN, PH.D.



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*This address, dealing with the history, current situation  
and future aspirations of the University of New  
England, was delivered at a “2006 Maine Meeting”  
of The Newcomen Society of the United States, held in  
Portland, Maine, at which the University of New  
England’s President, Sandra Featherman, Ph.D.,  
was guest of honor and speaker,  
on May 5th, 2006.*

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## *An Entrepreneurial Success Story*

*SANDRA FEATHERMAN, PH.D.*

PRESIDENT  
UNIVERSITY OF NEW ENGLAND  
BIDDEFORD & PORTLAND, MAINE



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INTRODUCTION OF SANDRA FEATHERMAN, PH.D. AT PORTLAND,  
MAINE, ON MAY 5, 2006, BY UNIVERSITY OF NEW ENGLAND TRUSTEE  
AND PRESIDENT OF MERRILL INDUSTRIES PAUL D. MERRILL.

**G**OOD afternoon. My name is P.D. Merrill, president of Merrill Industries, Inc. and a committee member of Maine Newcomen. For more than 20 years, I had the honor of being a trustee of the University of New England. Five of those years were as chair of the board during the administration of our guest speaker, so it is a particular pleasure to be introducing today UNE President Sandra Featherman, who will deliver today's Newcomen Address.



PAUL D. MERRILL  
PRESIDENT OF MERRILL INDUSTRIES  
UNIVERSITY OF NEW ENGLAND TRUSTEE

But before I ask Sandra to come to the podium, we really need a little extended drum roll, because the institution she has led these past 11 years and the contributions she has made to it are all so extraordinary that I would not want her modesty to deprive you of a more complete understanding of just how special UNE now is and how special Sandra is in the continually evolving UNE story she will present.

As you will soon hear, UNE's roots — its heritage — are entwined among the Protestants of early nineteenth century Westbrook, in the Catholic Quebecois who settled the Biddeford mill town nearly a century later, and in the spirit of Andrew Taylor Still who founded the practice of osteopathic medicine.

Each of these roots offers a rich history of idealism, struggle, persistence and now and then a triumph. Taken together, they are an incredible stew that provides this institution with what one UNE historian, Elizabeth H. Haney, in her 1989 book *Shaping a Future* described as "Dangerous Memories."

As she explained, "... Memories of pain and exclusion, of struggle and resistance, and of envisioning alternatives ... are what liberation theologians call dangerous memories because they keep alive the reality of violence and oppression in the world. Such memories are painful and the temptation is to want to forget them." She suggested that UNE at that time was fortunate to have such "dangerous memories" because they "... challenge the meaning of education."

Indeed, dangerous memories require us to pursue the truth regardless of where it leads and to feel some empathy and tolerance for those who do not share our perspective or who are outside the mainstream of the "dominant culture." Dangerous memories require us to think, in the current vernacular, "outside the box."

Innovative thinking, faith in principle yet willingness to reach principled compromise, has enabled UNE to navigate a multitude of shoals, bars and other submerged obstacles. Since attaining university status in 1978, four presidents have each played singular roles in balancing the demands of the moment with those of the future, all the while remembering the essential legacies of St. Francis College,



the New England College of Osteopathic Medicine and Westbrook College.

The first president, Jack Ketchum, 1978-1985, was a highly regarded business advisor who brought to the University not only his disciplined financial acumen but also his steady and highly ethical resolve.

The second president, Dr. Charles Ford, 1985-1991, built the highly regarded allied health sciences program, including physical and occupational therapy, which were at the core of the undergraduate enrollment recovery of the 80s.

The third president, Dr. Thomas Hedley Reynolds, 1991-1995, was enticed out of a comfortable retirement after a long and brilliant tenure at Bates College in Lewiston. Hedley brought the prestige of his academic and presidential stature to the “diamond in the rough” he recognized at UNE. He so genuinely admired the accomplishments of the faculty and administrators and the potential he saw that whenever he spoke he conveyed an awe that inspired his listeners. One of those listeners was Harold Alfond, who, in a rare departure from athletic-related support, provided the lead gift for the Harold Alfond Center for Health Sciences. That magnificent building represented a critical turning point for UNE as it stretched toward a new plateau of national significance.

Dr. Sandra Featherman took up the scepter in 1995. The University had advanced over the prior 20 years from the brink of disaster to a fragile upward momentum. But she had to grasp those “dangerous memories” sensitively and genuinely if the University was to fulfill her vision of what was possible.

Few would have had the courage to embrace the broad vision she developed. Fewer still would have accomplished so much of it. The success she has enjoyed, I believe, flows not simply from her brilliance, enthusiasm and energy. These qualities, while unusual, are not unique. Her success comes from combining those attributes with a genuine warmth, integrity and ability to sensitively balance competing needs. She finds the truth and follows it. It doesn’t hurt that she has a natural gyroscope for balancing necessary risk against financial prudence.

When Dr. Featherman joined UNE in 1995, total enrollment was fewer than 2,000 students. Today UNE's student population is 3,400 – and growing. Over the same period, full-time faculty grew from 81 to 158 . . . the school's operating budget grew from \$26 million to just over \$100 million . . . and endowment has grown from \$2 million to \$24 million. More than \$100 million has been invested in capital construction and renovations on our campuses in Biddeford and in Portland. UNE has earned repeated listings as one of the best regional universities in America by *U.S. News and World Report*.

Perhaps her greatest accomplishment has been the remarkably successful merger of Westbrook College – a small liberal arts college with a long history in Portland – with UNE, which created a larger, more diverse educational institution. In so doing she added some more “dangerous memories” to our institutional legacy. Under her leadership, the College of Health Professions was established on what became the Westbrook College Campus, and student enrollment there has grown from fewer than 300 students to some 900 today.

On the University Campus in Biddeford, the College of Arts and Sciences has expanded and diversified its liberal arts, sciences, research and professional programs on a course to rival ivy-league liberal arts colleges. Maine's only medical school, the College of Osteopathic Medicine, has continued to grow as a teaching and research institution and has been ranked nationally for educational excellence. And the campus has been transformed from a commuter campus to a predominately residential one.

Newcomen is not the first to recognize Dr. Featherman's remarkable achievements. She was named a Champion of Economic Development by the Maine Development Foundation in 2002. In 2004 she was named a Woman of Distinction by the International Women's Forum and a Distinguished Daughter of Pennsylvania (her former home) by the Governor of Pennsylvania. Recently she was appointed chair of the Maine Legislature's Ethics Advisory Committee. If all this were not enough, I have to quote an unsolicited personal note to Sandra which gives some insight into her ability to make a favorable impression on important potential friends:

February 27, 2006

Dear Sandra,

Today I received an “alumni and friends” letter from Vincent Furey. The letter announced that Danielle Ripich has been named to take over the presidency of UNE.

Boy, oh boy, Danielle is going to have mighty big shoes to fill!

I know I will see you before you actually step down, since Barbara and I plan to come to Maine in mid-May; but I just want you to know that I have great respect for you personally and for what you have done for the University. They are going to miss you an awful lot.

I hope you will be staying in the area so neither Barbara nor I will lose track of you.

With warmest personal regards,

George [H. W.] Bush

Numbers, awards and relationships tell part of the story, but to understand President Featherman’s total contributions to this University one must see her more broadly, as I have had the good fortune to do. Throughout her tenure at UNE she has been supported by her husband, Bernard, who is a business powerhouse in his own right. He clearly has a knack for pleasing the assertive women at the University as he regularly and graciously defers to his spouse who supported him in his career for many years as she raised their family of two accomplished sons, John and Andrew.

Few can match her far-reaching intelligence, her indefatigable energy and her warm, compassionate spirit. She is a renaissance person, a woman of true distinction.

Now it is my pleasure to introduce you to this special person and unique leader, the fourth president of the University of New England, DR. SANDRA FEATHERMAN.





THE HEAD TABLE FOR THE EVENT (FROM LEFT): UNE TRUSTEE HAROLD WOODSUM, FATHER RAYMOND LAGACÉ, UNE TRUSTEE PAUL D. MERRILL, NEWCOMEN PRESIDING OFFICER ROGER A. PUTNAM, UNE PRESIDENT SANDRA FEATHERMAN AND UNE TRUSTEE CHAIR VINCENT FUREY.

*Members of The Newcomen Society and guests:*

GOOD afternoon, everyone. What a great honor it is to stand before you today. We are delighted to have the University of New England recognized by the Newcomen Society. We are also very pleased that Paquin & Carroll Insurance and Homewood Benefits have chosen to be co-sponsors of this wonderful event. A big thank you to everyone involved, including the University Relations staff who have worked so hard to make today's gathering extra special for us and our guests.

As a scholar steeped in English literature, culture and tradition, I found toasting the Queen of England a charming ritual. For a moment there, I could imagine myself the president of the *other* University of New England – our twin in Australia – which probably toasts the Queen on a regular basis!



SANDRA FEATHERMAN, PH.D.  
PRESIDENT  
UNIVERSITY OF NEW ENGLAND

I must admit, however, that as a political scientist who lived, studied and taught in Philadelphia, the “birthplace of our country’s independence,” the toast also struck me as, well, politically interesting. A story is told about Benjamin Franklin, founding father and Philadelphia resident. At the close of the Constitutional Convention of 1787, as Mr. Franklin left Independence Hall, a woman approached him and asked, “Well, Doctor, what have we got—a Republic or a Monarchy?” To which he replied, “A Republic, madam, if you can keep it.”

However, as I have come to find out, toasting the Queen is a cherished tradition of the Newcomen Society, and one in which I was delighted to participate.

Your society’s founder, Thomas Newcomen, was a pioneer and an inventor. Today we would call him an entrepreneur. In my experience, business people often think of colleges and universities as ivory-tower institutions, divorced from the real-world challenges that businesses face every day; challenges like competition, profit margins, product development, marketing and entrepreneurship. Well, I want to tell you that we share many of the same challenges. I believe the University of New England is being recognized here today because throughout our history, and that of our founding institutions, Westbrook College and St. Francis College, we have operated in many ways like an entrepreneurial business.

Entrepreneurship as the source and the secret of our success will become clearly evident when we look back at some of the highlights of our institution’s remarkable history . . .

Westbrook College, which merged with the University of New England in 1996, is legally our founding institution. In 1831, the school that would become Westbrook College, began its amazing and long history of innovation. In fact, this year we are recognizing and celebrating the school’s 175th anniversary. For you word *aficionados*, of which I am one, I challenge you to give me the name of this anniversary. We’ve all heard of celebrating the biennial, centennial and, at the recent turn of the calendar, millennial. But one hundred and seventy five . . . any ideas? Not exactly a common term, the Latin name for the 175th anniversary is the tonque-tangling “septa \* quinta

\* quin \* que \* centennial.” Difficult to say, even when it’s written out for you!

I’m not the first to share some of our fascinating history with the members of The Newcomen Society. Westbrook Seminary and Junior College President Edward Y. Blewett was honored by the Newcomen Society in 1970, when Westbrook College received the Newcomen Award.

In his address, then-president Blewett noted that the college’s first incarnation as Westbrook Seminary — known as a “Classical School” — was established by the Universalists, arguably an entrepreneurial religious movement. Quoting President Blewett, “they thought *otherwise* about God, Man and Society.” Stevens Plains, a sandy treeless place in what was then the town of Westbrook, was selected as the location for the nascent school. In future years the campus would become part of the town of Deering, then the city of Portland, causing Ripley’s *Believe It or Not* to label Westbrook College “the only college in the U.S.A. which has been in three cities without ever moving.” The seeds were thus sown for what would become a highly successful and distinctive institution of learning.

Westbrook Seminary was innovative from its very beginnings. Its Universalist founders decreed that no sectarian doctrine would be taught there, and students from all religions and creeds could apply. In addition, the school’s charter, unlike the charters of earlier church-sponsored colleges, restricted the number of clergymen on the board of trustees to not more than one-sixth of the total.

But more entrepreneurial – indeed, pioneering – was the introduction of co-education. Westbrook Seminary opened on June, 1834, with equal privileges allotted to both men and women. Had the school not emphasized secondary education during the middle part of its history, Westbrook Seminary could lay claim to being the first co-educational college in America.

The Seminary quietly grew and prospered during its first three decades of life, then was forced to close for a year at the beginning of the Civil War. Many other schools were closed then, and some never reopened.

In the middle of the Civil War, the Seminary made another bold, entrepreneurial move: it took the first steps to becoming a female college, almost unheard of at the time. The school restructured its curriculum and offered the equivalent of a bachelor's degree – to women, at a time when women could not even vote!

Woman rarely went to college in those days. The first degrees granted at what was now called Westbrook Seminary and Female College were uniquely called L.L.L., or Lady of Liberal Learning, and L.E.L., Lady of English Learning. While these degrees sound unbelievably quaint to our modern ears, they were truly ahead of their time.

This female college innovation forecast the creation of the junior college, where Westbrook in later years would make its greatest mark and contribution to higher education in the U.S.

About 50 or more private two-year colleges were organized in the 19th century; by 1900, only eight such institutions remained, and one of the eight was Westbrook.



WESTBROOK SEMINARY, THE FOUNDING INSTITUTION OF WESTBROOK COLLEGE, PIONEERED CO-EDUCATION, WITH EQUAL PRIVILEGES GIVEN TO BOTH MEN AND WOMEN.



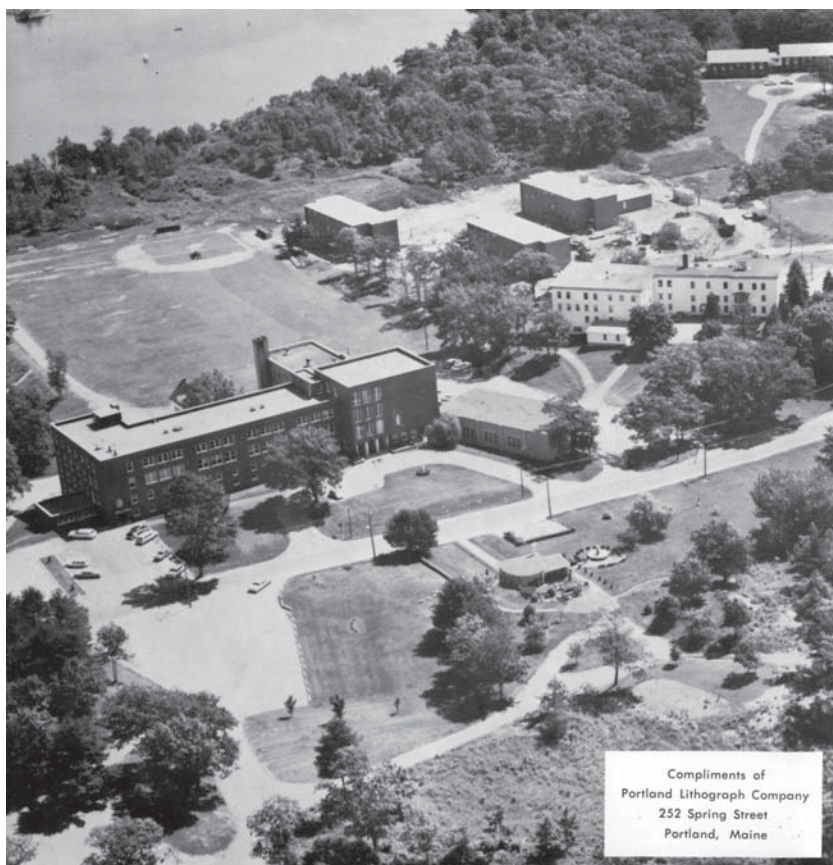


WESTBROOK COLLEGE, PICTURED HERE IN THE 1880s, WAS ONE OF THE FEW SCHOOLS IN THE NATION TO SURVIVE THE CIVIL WAR.

In 1914, Seminary head Clarence P. Quimby was convinced that Westbrook should abandon its co-educational character and become solely a junior college for women. But he was too far ahead of his time. It would take another decade before his insights were acted upon. In 1925, the state legislature once again changed the school's name, this time to Westbrook Seminary and Junior College. And Westbrook embarked on a new and prosperous career.

As a women's junior college, Westbrook was one of the great success stories in New England higher education in the 1930s and early 40s. It was the first college to establish a balanced career-oriented curriculum that is so popular today. The school pioneered a curriculum that included training for medical secretaries, a precursor to its eventual degree programs in dental hygiene and nursing. Today, the Westbrook College Campus is the home to our College of Health Professions, which continues this entrepreneurial spirit by offering a bold, innovative national model for healthcare education.

While Westbrook was making a national name for itself in the 1930s, another founding institution of the University of New England was being conceived. The men and women from the Quebec Province in Canada who migrated to work in the mill towns of New England began to establish their own political, religious, service and educational institutions in their new homeland. This was especially true in the Biddeford area. A local pastor asked the Franciscan Order in Montreal to establish a high school and junior college to educate young Franco-American men in their own traditions, heritage and culture, with an eye toward educating new priests.



BLESSED WITH A SCENIC OCEANSIDE CAMPUS, ST. FRANCIS COLLEGE BOASTED A NUMBER OF BUILDINGS IN 1965.

In 1939 the new school was opened at a location where the Saco River flows into the Atlantic Ocean, the site of today's University Campus in Biddeford.

In 1952, the Franciscans decided to transform the institution into a four-year liberal arts college, which became St. Francis College. The new college was granted a state charter in 1953. Over time the high school was phased out, and by 1961 St. Francis College had expanded its curriculum and mission. Despite all the changes, however, its religious identity remained strong.

The late 60s and early 70s were times of dynamic growth and change for the school. The Franciscans in Montreal decided to turn over its ownership and administration to lay people. But as the 1970s progressed, enrollments began to drop at many small liberal arts colleges throughout the Northeast, with many colleges closing their doors.

It was at this critical juncture that the leader of the struggling College and the hopeful founders of a proposed medical school came together to make educational history. I believe my entrepreneurial thesis is further strengthened by the fact that the then-president of St. Francis College was Jack S. Ketchum, a savvy businessman with an M.B.A.

At the same time St. Francis College was seeking direction, a group of physicians had organized the New England Foundation for Osteopathic Medicine (NEFOM) in order to create an osteopathic medical school in New England. In the winter of 1975, Jack Ketchum had an exchange with a neighbor that would ultimately lead to the creation of the medical school and the university.

There are several versions of this story, but the gist of it is that on a frosty winter day, one of the foundation's leading members, William Bergen, D.O., invited Ketchum onto his property. The physician and the financial consultant owned adjacent farms near Kennebunk, Maine. While talking, they began to share their activities and suddenly saw mutually beneficial possibilities of collaboration. They arranged for representatives from the College board and from the NEFOM board to meet.



IN THE EARLY DAYS OF THE MEDICAL SCHOOL, STUDENTS AND STAFF “HIT THE ROAD” WITH A MOBILE HEALTH UNIT THAT TRAVELED TO MEDICALLY UNDERSERVED COMMUNITIES THROUGHOUT NEW ENGLAND.

Eventually, the two boards worked out an agreement and in 1978 Maine’s only independent university, the University of New England, was created. It included Maine’s only medical school and New England’s only osteopathic medical school, the University of New England College of Osteopathic Medicine.

An integral aspect of entrepreneurship is taking calculated chances. Dr. Bruce Bates, then an associate dean of the medical school, was quoted in *Shaping A Future*, a concise history of UNE’s early years, saying: “One final value in the University’s past is risk taking.”

Over the next decade, UNE – as it was now affectionately called – took a lot more risks and experienced one of the most remarkable turnarounds in the history of American higher education. During the 1980s, Maine’s only physical therapy and occupational therapy programs were established, as were three allied health master’s degree programs.

These sweeping curriculum changes put UNE on a path to become the premier university in the region for the education of physicians and other healthcare professionals.

With these flagship programs, the University of New England grew and grew, from about 300 students to about 1,700 students, when I was named UNE's fourth president in 1995. I had barely taken the job when Paul D. Merrill, then chair of UNE's board of trustees, took me for a car ride over to see the Westbrook College campus in Portland. It was then that he revealed to me that merger discussions had been going on for several months among a select group of trustees from both schools.

And here is where this tale of entrepreneurship comes full circle. As stunned and wary as I was by the prospect of overseeing a challenging merger at the very start of my tenure, it quickly became clear that merging these two special institutions would produce something unique and wonderful – a larger, more diverse University, which would be greater than the sum of all its many parts. A University that would someday stand as one of the pre-eminent institutions of higher learning in New England and the country.

UNE's first president Jack Ketchum had said we'd grow into our ambitious name, and here was another big, risk-taking entrepreneurial opportunity which, if taken, and well executed, would launch us into a new position of prominence and power. The power to shape our future for the benefit of Maine, New England and the nation.

To tell the truth, it was frightening and intimidating to think about a merger. People were not aware that it was going to take place, and many were clearly angered when they learned about it in the newspapers. Many alumni of Westbrook College feared their institution and its unique qualities would be overwhelmed in the merger by the larger Biddeford campus. But our staff, faculty and students all worked together tirelessly to shape what has become a fully integrated, comprehensive institution. The merger brought many pluses to both campuses. The University Campus in Biddeford gained an Art Gallery, the Maine Women Writers Collection, a deeper connection to the liberal arts and exposure to the Greater Portland community. The Westbrook College Campus in Portland



gained financial security, a medical school and a number of graduate programs in the health arena. Together, these two campuses have become an outstanding modern university.

It hasn't been easy, but it has been well worth it. In his introduction, P.D. Merrill shared some impressive facts about UNE as a thriving institution. Here are a few more, and a couple worth repeating . . . Today the University of New England is one of the 100 largest companies in Maine. When you count total enrollment, we are the third largest college or university in the state. With nearly 600 full-time employees we are the fourth largest employer in the Biddeford-Saco area. Our \$100-plus-million operating budget has an economic impact on the region of well over \$250 million.

Over the past decade, we have invested more than \$100 million in construction projects on both campuses. UNE has been consistently ranked among the top regional universities in the North by *U.S. News and World Report*. This ranking places us among the top



THE HAROLD ALFOND CENTER FOR HEALTH SCIENCES ON THE UNIVERSITY CAMPUS (BIDDEFORD) IS A MODERN SCIENCE EDUCATION FACILITY AND A MAJOR MEDICAL, HEALTH AND NATURAL SCIENCES RESOURCE FOR THE REGION.



THE PARKER PAVILION ON THE WESTBROOK COLLEGE CAMPUS (PORTLAND) IS THE ENTRANCEWAY TO THE COLLEGE OF HEALTH PROFESSION'S HIGH-TECH CLASSROOM AND LECTURE HALL.

universities in our category in an 11-state region, one that is home to many of the best colleges and universities in the country.

Such is the power of entrepreneurial thinking and action. A couple years ago UNE was the recipient of the prestigious Champion of Economic Growth Leadership Award, presented by the Maine Development Foundation. I was very proud to receive this award, as it recognized that UNE is a leader for Maine's future.

I've related a lot of history today. That is the essence of a Newcomen Address. But now I'd like to tell you about some of our current projects, and what we hope to accomplish in the near and distant future. Mind you, I'm telling you this with fewer than two months left in my tenure as UNE president. As you know, I will be stepping down the end of June. But many things I've talked about are already on track at UNE, and the University will soon be led by an intelligent, highly qualified woman named Danielle Ripich.

It should be no surprise that today UNE educates more Maine students in the health professions than any other single college or

university. The College of Health Professions is also a leader in educational technology, using high-tech patient simulators, which can be programmed to mimic medical conditions, to improve clinical patient evaluation and management skills. More recently, we have significantly expanded and diversified our liberal arts and sciences and professional programs to become a more comprehensive university. Our goal for the College of Arts and Sciences is to become a first-rate liberal arts college on a par with other nationally recognized colleges in our state and the nation. Our other transformative leap is to develop UNE into a significant research institution.

We have a wealth of superior resources. An excellent example is our Marine Science Education and Research Center, the only facility of its kind on any college or university campus. In addition to being



ALUMNI HALL, THE OLDEST BUILDING ON THE WESTBROOK COLLEGE CAMPUS, WAS BUILT IN 1834.





THE MARINE SCIENCE EDUCATION AND RESEARCH CENTER ON THE UNIVERSITY CAMPUS INCLUDES A MARINE ANIMAL REHABILITATION CENTER THAT OPERATES AS A HOSPITAL AND RECOVERY UNIT FOR SICK AND STRANDED SEALS, PORPOISES AND SEA TURTLES.

a unique teaching and research facility, this state-of-the-art building houses a spectacular marine animal rehabilitation center, with recovery tanks and medical care labs for injured and stranded seals and pups, small porpoises and endangered sea turtles. So many wonderful stories of sick and injured animals, rehabilitated, and returned to their ocean home, have come out of that Center. No other UNE facility is such a powerful student recruitment tool, news story generator and community relations gem.

But some planned-for buildings have similar potential, such as the Performance Enhancement and Evaluation Center on the Westbrook College Campus in Portland, which will house the aforementioned patient simulators in a completely renovated Goddard Hall, one of the most historic buildings on that campus.

Other important buildings are also planned. We are now raising money for the George and Barbara Bush Cultural Center, which will give us a much-needed auditorium and performance space, and the Biomedical Research Center on the University Campus in Biddeford,

which will dramatically expand the research capacity of our growing medical school.

The University of New England is an exciting place in so many ways. With such remarkable ambition and growth, however, come challenges and difficult decisions. The new president, the board of trustees and the rest of the UNE community will have to grapple with the question of how much bigger we should become. We are constrained by a number of factors. Our physical growth is bound by geography, and by delicate environmental and historic landscapes. Our medical and health programs have limited clinical sites, and our financial resources are far from unlimited. But however UNE's leaders decide on the school's future size, there are never any constraints on improving quality. And continued improvement is a very sensible path to success and future economic growth. In my opinion, research and development will emerge as one of the keys to that future success.

We have already taken some bold steps to becoming a significant research institution, with our medical school leading the way. Our College of Osteopathic Medicine has been strengthening and expanding its research capacity by hiring a new generation of research scientists as faculty members. A similar initiative is underway with our marine science and biology faculty. Our chemistry faculty is also conducting important scientific research. Ultimately, we plan to find ways for all these scientists to work together to discover valuable products from the sea, such as pharmaceuticals — or, as we like to say, “medicines from the sea.”

This initiative will create stable, good-paying jobs; bring millions of dollars of federal grant money into the state; create opportunities for spin-off high-tech companies; energize the “creative economy;” and, most importantly, make invaluable contributions to human health.

Such beneficial societal outcomes could only result from a dedicated, enlightened, entrepreneurial enterprise such as the University of New England.

I sometimes ruminate on my initial impressions of this University, more than a decade ago. I can still remember many of the things that

attracted me to this special place. There is the physical beauty of both campuses, of course. On the University Campus in Biddeford our relationship to nature is both intimate and expansive: the ocean, the beaches, the marshes and the woods that surround us are all integrated into our curriculum, social events and recreational activities. This intimate relationship with nature creates a very physically active campus. Our students get out and “do things.” It creates a very positive energy there.

The Westbrook College Campus is simply a gem, a classic New England small-college campus, with historic, architecturally interesting buildings surrounding a wonderfully landscaped, open green. The campus’ proximity to the heart of Portland, Maine’s most populous and culturally sophisticated city, is also a great asset.

Because I’ve wanted to give you the “big picture” regarding UNE’s entrepreneurial history, remarkable progress and prospects for a bright future, I have by necessity focused a good deal on mergers, buildings and initiatives. It is not lost on me, however, that what makes this University so special is its people. There are so many people I could mention who make incredible contributions to UNE, but only at the risk of leaving out scores of equally deserving individuals.

From my earliest days here I’ve been extraordinarily impressed with the dedication of the faculty, the staff, the senior administration, the alumni and the board of trustees to this remarkable institution. People here truly care. The faculty has a great passion to teach, the professional staff takes considerable pride in their jobs, the alumni is engaged and proud of their respective schools, the board is attentive and focused, and everyone is strikingly committed to providing the best possible education and university-life experience for all of our students, graduate and undergraduate.

A number of our faculty are rising stars, nationally and internationally, as authors, research scientists, lecturers and scholars. We are now the kind of place that attracts these special and talented people, who now know that UNE is a place where they can make their mark as academic superstars.

I've been equally impressed with the students who choose to come here. Some adjectives that come to mind are hard-working, energetic, compassionate, idealistic and fun-loving.

I've had many good experiences with alumni from all of our colleges, but I must say that the Westbrook College alumni are in a league of their own. They are some of the most intelligent, spirited, community-oriented, life-affirming people I've ever met. And boy do they love their college!

My tenure has been blessed with great leadership on the board. Jean Wilkinson, P.D. Merrill, Ed Woodsum, and now Vincent Furey have all provided me with much-appreciated guidance and wisdom. As have many other trustees over the years.

The same is true for the University's top-drawer administrators and staff, without whose daily assistance, deep knowledge and hard work I simply could never have done my job. They have been a critical element in the University's rise to prominence.

Today we started this meeting with toasts to the President of the United States and the Queen of England. Now, let us make a final, and equally important toast. I propose a toast to all of you here today. Without your generous support, commitment, passion, time and financial resources, we'd be just another regional university struggling to find our way. But thanks to you, we are solidly on the path to becoming the pre-eminent institution of higher education that our history warrants and that we believe is UNE's destiny. Without you, we could never have dreamed so large or achieved so much. (toast) *To you – the best support group any university could ever hope for!*

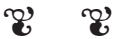
When I step down in a few months I will have served this wonderful institution for 11 years, which is a very long tenure for a university president these days. We have come a long way together, and I want all of you to know that UNE has been the pinnacle experience of my career.

Thomas Newcomen's contributions led him to be called "the father of the industrial revolution." He made substantive improvements to the newly invented steam engine, which led to a tremendous increase in mining productivity. As an inventor, he did

this by taking a number of existing elements and combining them in a unique way to create something new and powerful.

We've done something similar with the University of New England, combining the vital elements of Westbrook College, St. Francis College and the College of Osteopathic Medicine into a remarkable university that's well positioned for continuing success in the 21st century.

Thank you all for coming today, and thank you again to The Newcomen Society, for choosing to honor the University of New England in such an elegant and memorable way. I, personally, will never forget it. And this event will be remembered and acknowledged as a most important milestone in our institution's notable history. Good day!





UNE PRESIDENT SANDRA FEATHERMAN RECEIVES THE NEWCOMEN AWARD FROM ROGER A. PUTNAM, PRESIDING OFFICER OF THE NEWCOMEN SOCIETY AND NATIONAL CHAIRMAN OF THE MAINE COMMITTEE.



*“Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization’s material progress. As we look backward, let us look forward.”*

— CHARLES PENROSE  
(1886-1958)  
*Senior Vice-President for North America  
The Newcomen Society  
for the study of the history of  
Engineering and Technology  
(1923-1957)  
Chairman for North America  
(1958)*



*This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World’s Fair on August 5, 1939, when American Newcomen were guests of the British Government.*

*“Actorum Memores simul affectamus Agenda”*

“As an inventor, Thomas Newcomen took a number of existing elements and combined them in a unique way to create something new and powerful. We’ve done something similar with the University of New England, combining the vital elements of Westbrook College, St. Francis College and the College of Osteopathic Medicine into a remarkable university that’s well positioned for continuing success in the 21st century.”

— SANDRA FEATHERMAN, PH.D.



THE NEWCOMEN SOCIETY OF THE UNITED STATES

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